

Personnel – General

FORT BLISS AFFIRMATIVE ACTION PLAN

SUMMARY. This regulation presents the U.S. Army Air Defense Artillery Center and Fort Bliss (USAADACENFB) Affirmative Action Plan (AAP). It sets forth goals, responsibilities, and policies that support the Department of the Army (DA) Equal Opportunity (EO) program. The AAP is a management document; it fulfills a specific DA requirement that installations and major subordinate commands (MSCs) develop and publish comprehensive AAPs to measure their EO Programs at brigade and higher levels.

APPLICABILITY. This regulation applies to Headquarters, USAADACENFB primary staff and all MSCs.

REQUIREMENTS IMPACTING ON UNIT COMMANDERS. Requirements which impact on MSC commanders are located at paragraphs 6 and 8 of this pamphlet.

SUPPLEMENTATION. Supplementation of this regulation is prohibited without prior approval from the Chief of Staff (CofS), USAADACENFB, ATTN: ATZC-CS, Fort Bliss, Texas, 79916-6812.

CHANGES. Changes to this regulation are not official unless they are authenticated by the Directorate of Information Management (DOIM).

SUGGESTED IMPROVEMENTS. The proponent of this pamphlet is the USAADACENFB Equal Opportunity Office, ATTN: ATZC-EO. Users are invited to send comments and suggested improvements to Commander, USAADACENFB, ATTN: ATZC-EO, Fort Bliss, Texas 79916-6812.

*This supersedes the USAADACENFB AAP Plan dated 1 October 1997.

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SECTION I GENERAL

1. Purpose. This Affirmative Action Plan (AAP) sets forth the goals and objectives of the Commander, USAADACENFB, which constitute affirmative actions in support of the Department of the Army Equal Opportunity Program. This AAP provides guidance for the effective implementation of equal opportunity (EO) programs and sets EO program goals and objectives for the USAADACENFB staff sections and major subordinate commands (MSCs).

2. References.

- a. DOD Directive 1350.2 (The Department of Defense Equal Opportunity Program)
- b. DOD Directive 1350.3 (The Department of Defense Affirmative Action Planning Process)
- c. AR 600-20 (Army Command Policy)
- d. DA Pamphlet 600-26 (The Department of the Army Affirmative Action Plan)
- e. FORSCOM Circular 600-97-1 (FORSCOM Affirmative Action Plan)
- f. TRADOC Regulation 600-11 (TRADOC Affirmative Action Plan)
- g. USAADACENFB Regulation 27-10 (Military Justice)

3. Explanation of abbreviations and terms. The glossary contains abbreviations and special terms used in this regulation.

4. Objectives:

- a. Foster a command climate that provides the opportunity for growth and effective utilization of individual capabilities.
- b. Infuse affirmative actions into existing traditional management systems by placing the responsibility for affirmative actions with the commanders and heads of staff agencies that implement the action through their functional managers. Ensure fairness, justice, and equality for all soldiers, regardless of race, color, national origin, gender, or religion by re-enforcing equal opportunity as an obligation of leadership and a function of command.
- c. Provide a viable mechanism for commanders to assess their own and the Fort Bliss EO program through objective goals, milestones, and measurements based on the following functional areas:
 - (1) EO Policy and Procedures
 - (2) EO Climate Assessment and Communication
 - (3) EO Indicators
 - (4) Human Relations Training and Education

5. Policy. It is the policy of USAADACENFB to provide equal opportunity and treatment for soldiers and their families without regard to race, color, gender, religion, or national origin. This plan directs positive affirmative actions in support of this policy. It reflects the high priority afforded these important tasks and the commitment of the Fort Bliss leadership to achieve our common EO Program goals.

6. Responsibilities:

a. USAADACENFB Chief of Staff (CofS) will --

- (1) Chair the USAADACENFB AAP panel. The panel will provide a forum for AAP proponents and special staffs to report on EO matters falling within their functional areas of responsibility and AAP goal attainment.
- (2) Provide the Commanding General with a formal assessment of AAP goal attainment and the EO environment within USAADACENFB in the Annual Narrative and Statistical Analysis.
- (3) Have general staff responsibility for the development, publication, review, and management of the USAADACENFB AAP.
- (4) Assist proponents and special staff with initiatives within functional areas.
- (5) Ensure the USAADACENFB AAP is submitted to HQ, TRADOC, ATTN: DCSBOS, Fort Monroe, VA for review NLT 20 November, annually.
- (6) Have the Deputy CofS chair the AAP panel in the absence of the CofS.

b. Principal Installation staff and selected Garrison staff will --

- (1) Serve as proponents for specific actions directed in this AAP, at Section III.
- (2) Serve as AAP panel members and meet with the USAADACENFB AAP panel semi-annually. The staff offices that are currently panel members for AAP goals are listed in para 8.
- (3) Have staff responsibility for EO matters falling within their functional areas.
- (4) Develop goals and reporting procedures for affirmative actions described in Section III of this regulation.
- (5) Manage functional areas of responsibility to identify those areas where discrimination exists. Once discrimination is identified, take appropriate actions to remedy the situation where possible.
- (6) Collect data in member's functional areas. Provide EO branch necessary data by 20 September each year to be included in the narrative and statistical report.
- (7) Prepare graphic and/or statistical analysis of data to --
 - (a) Determine if AAP goal is still relevant or requires revision.
 - (b) Determine if a change in policy or procedure is required.
 - (c) Brief functional area(s) and provide assessment of goal achievement at annual panel meetings and as required during informal panel meetings.

c. USAADACENFB EO Office will:

- (1) Include Affirmative Action progress in the annual narrative and statistical report submitted to HQ, TRADOC.

(2) Coordinate the revision and update of the AAP as required. Set up formal and informal AAP panel meetings and record the minutes.

(3) Analyze goal assessment and recommend revisions where appropriate.

d. MSC and or equivalent level Commanders will:

(1) Develop an AAP at brigade or equivalent levels and higher, IAW established policy and MACOM guidance, as applicable. Brigade level AAPs need to develop goals to support the specific needs/problem areas, and MACOM guidance.

(2) Serve as proponents for specific actions directed in this AAP, in Section III. Ensure plans are developed to support and achieve designated goals.

(3) Submit a copy of new or revised AAP to HQ, USAADACENFB, ATTN: ATZC-EO, Fort Bliss, Texas 79916-6812, NLT 20 September, annually.

(4) Submit quarterly EO reports utilizing the standard formats located in the Fort Bliss EO SOP NLT the 1st working day of the month following the end of each quarter.

(5) Manage functional areas of responsibility to identify those areas where discrimination exists. Once discrimination is identified, take appropriate actions to remedy the situation.

(6) Prepare graphic and/or statistical analysis of data to --

(a) Determine if AAP goal is still relevant or requires revision.

(b) Determine if a change in policy or procedure is required.

(c) Brief functional area(s) and provide assessment of goal achievement at semiannual panel meetings.

7. Reports: The standardized quarterly report formats that support this AAP are located in the Fort Bliss EO SOP. Additionally, these reports are available through the MSC EOA.

8. The Affirmative Action Panel:

a. The USAADACENFB AAP Panel will meet bi-annually, as part of required biannual senior leader EO training. The panel consists of command and staff representatives as follows:

(1) CofS

(2) Center Command Sergeant Major (CCSM)

(3) DMP/AG

(4) Installation Chaplain

(5) Installation EO Office

(6) Inspector General (IG)

- (7) Director of Public Works (DPWL), Housing Division
 - (8) Director of Plans, Training, Mobilization and Security (DPTMS)
 - (9) Staff Judge Advocate (SJA)
 - (10) Equal Employment Opportunity (EEO)
 - (11) Provost Marshall (PMO)
 - (12) Public Affairs Office (PAO)
 - (13) Directorate of Resource and Management (DRM)
- b. The AAP panel meeting attendees are as follows:
- (1) Specified MSC and Partner Unit Commanders and CSM's
 - (2) MSC EO Advisors
- c. The panel will meet during the month of October or as required for special assessments.
- (1) The October panel meeting will report the status of AAP objectives and review EO objectives for appropriateness. Panel members and attendees may recommend changes, as deemed necessary. Changes to the AAP after review will be used as input to the annual report due to HQ, TRADOC in November of each year.
 - (2) The EO Office will assist panel members in preparing applicable information and determining trends.

SECTION II.

GOAL DEVELOPMENT, REVIEW, ANALYSIS, AND MEASUREMENTS

9. Goal Development:

- a. **Criteria.** The basis for goal development is the identification of an affirmative action requirement. The requirement arises from a need to manage, assess, and report on the status of minority and female soldiers. In each case however, affirmative action proponents should ensure that goals are developed from the best available data and in a logical and consistent manner.
- b. **Goal Development Process.** The success of this effort will depend on the extent to which proponents for specific affirmative actions actually develop (not merely review) the affirmative actions for which they are responsible. Each level in the chain of command must participate in goal development. Heads of major staff agencies and commanders must interact on a face-to-face basis with their subordinates to ensure that all participants have an understanding of the goal.

10. Goal Revision: Goal design should be based on sound reasoning, consideration of pertinent variables, realistic constraints, and prospects for achievement. Goal revision will occur routinely following the annual assessment. Goals sometimes become obsolete, they are overcome by events, or

they are simply not achievable. Proponents may forward any recommendations for goal revision to the Fort Bliss Senior Equal Opportunity Advisor.

11. Review and Analysis:

a. Just as in goal development, successful review, analysis, and reporting of affirmative action progress must involve heads of major staff agencies, commanders and their subordinates. Periodic reviews presented to the commander are particularly effective techniques and set the stage for information exchange, guidance, and follow-up action.

b. The Senior EOA should plan for, and commanders should expect, at least one in-depth internal assessment of their command and subordinate units each year. This annual review should, at a minimum, cover the following:

(1) Training. Training is the cornerstone of all Army activities. An assessment of a unit's training and EO program will be evaluated IAW the Fort Bliss Organizational Inspection Program inspection checklist.

(2) Complaints. The Army's EO complaint process is designed to address grievances expediently and thoroughly. A review of complaints includes the result, resolution process, and impact on readiness. Also, the issue of "why?" all complaints must be reviewed periodically in a structural manner is included.

(3) Key Positions. All organizations have commonly recognized positions that are critical to their effectiveness, and thus a key to individual growth and career development. A regular review of these positions and a comparison with the population available to fill them is a valid component of any EO assessment.

(4) Personnel Actions. These actions, both positive (such as local promotions, awards, and schooling) and adverse (such as judicial, nonjudicial, and separations) should be reviewed periodically by race, ethnicity, and gender.

(5) Ethnic Observances and Activities. Observances and activities are an important aspect of the overall program that highlight the contributions and achievements of the different ethnicities and gender. Therefore, the status of this portion of the program should be formally reviewed to ensure that all ethnic observances are professionally planned and executed.

12. Measurement

a. General. Measurement is an essential element of affirmative action management and will be used for all areas that have quantifiable goals.

(1) Actual results achieved will be compared with affirmative action goals. Measurement also provides a basis to:

(a) Identify trends

(b) Highlight differences

(2) Data collection provides decision makers a management tool necessary for assessment of their affirmative action management efforts. It can also highlight progress and identify problem areas. This information must not be viewed in a vacuum. Attitude, perception, experience, and

management judgment are also important and must be considered by commanders and managers in assessing EO progress and identifying problem areas.

b. Measurement techniques.

(1) Representative Index (RI). Representation indexes (also referred to as discrimination indexes) can be used to measure changes in what happens to individuals as a result of the normal functioning of the system. They can be used to identify and provide valuable insights of institutional practices, which are operating to the disadvantage of minorities or women. The RI does not determine causes nor does it imply any intent to discriminate; rather, the RI measures the effects of what has occurred. Its value lies in that it may be used to isolate particular areas that require closer examination.

(2) Subjective assessment. Subjective assessment includes, but is not limited to; interpretation of serious incident reports, Inspector General reports, volume and nature of congressional complaints, staff visits, perceptions, surveys/MEOCS, unit assessments conducted by the EOA, and feedback received during equal opportunity training sessions.

SECTION III.

AFFIRMATIVE ACTIONS

13. Identification: This chapter contains affirmative action goals and objectives. Goals are intended to be realistic and achievable, with measurable prospects of attainment. Goals are not ceilings, nor are they base figures that are to be reached at the expense of requisite qualifications. In affirmative action efforts, goals are not quotas. Goal development or accountability for affirmative action goals will be with the commander or functional manager who has the resources and authority to control or influence the outcome of specific affirmative actions.

a. Administrative Discharges, Military Justice, and Discipline

(1) Subject: Administrative Discharges and Military Justice

(a) Proponent: SJA

(b) Objective: To ensure that administrative discharges are based on fact and not color, race, gender, religion, or national origin

(c) Affirmative Action(s): Develop and report data by race and gender on Chapters 13/14

(d) Goal(s): To ensure that all soldiers are treated equitably

(e) Milestone(s): Report findings quarterly

(f) Basis for goal(s): DA PAM 600-26

(2) Subject: Criminal Offenders

(a) Proponent: SJA

(b) Objective: Ensure that military justice is administered equitably and not affected by factors such as color, race, gender, religion, or national origin

(c) Affirmative Action(s): Record and report data by race and gender on each of the following military justice actions:

(1) Article 15

(2) Summary courts-martial

(3) Special courts-martial

(4) General courts-martial

(d) Goal(s): To ensure that all soldiers are treated equitably

(e) Milestone(s): Report findings quarterly

(f) Basis for goal(s): DA PAM 600-26

(3) Subject: Law enforcement reporting of identified offenders

(a) Proponent: PMO

(b) Objective: Identify the offenders and number of crimes committed against property, crimes of violence, and drug abuse offenses

(c) Affirmative Action(s):

(1) Review offender data to identify trends. Monitor composition by race, ethnicity, and gender of soldiers apprehended for criminal offense

(2) Maintain statistics for off post and on post incidents

(d) Goal(s): To provide additional information for assessment of discipline and justice issues on Fort Bliss

(e) Milestone(s): Report findings quarterly

(f) Basis for goal(s): DA PAM 600-26

b. Assignments (EOA)

(1) Subject: Equal Opportunity Advisors

(a) Proponent: Senior Equal Opportunity Advisor

(b) Objective: To monitor and insure a diverse make-up of the assigned EOAs

(c) Affirmative Action(s): Collect and analyze data on all EOAs assigned by race, ethnicity and gender

(d) Goal(s): Assignments of EOAs are made equitably

(e) Milestone(s): Review progress quarterly

(f) Basis for goal(s): QNSR / ANSR.

c. Awards Program

(1) Subject: Awards Program

(a) Proponent: G-1

(b) Objective: Ensure that the Fort Bliss Awards program is administered equitably without regard to race, color, religion, gender, national origin, or rank

(c) Affirmative Action(s): Maintain statistical data by rank, gender, race and ethnicity on approved, disapproved and downgraded AAMs, ARCOMs, and MSMs

(d) Goal(s): To eliminate imbalances in the awards system. When imbalances occur, recommend corrective action as appropriate

(e) Milestone(s): Review progress quarterly

(f) Basis for goal(s): QNSR / ANSR

d. Equal Opportunity Training

(1) Subject: Quarterly Requirements

(a) Proponent: Equal Opportunity Advisors

(b) Objective: To monitor the conduct and attendance of EO training throughout Fort Bliss

(c) Affirmative Action(s):

(1) Monitor to ensure unit level EO training is conducted quarterly

(2) Monitor to ensure training is documented on unit training schedules and units maintain rosters with dates, times, subject, instructor, location, length of session, rank and names of attendees

- (3) Monitor to ensure that all leaders in the chain of command (commanders, first sergeants, and senior NCOs) attend training
 - (d) Goal(s): To ensure quality EO training is being conducted quarterly and all unit members, to include civilians, attend
 - (e) Milestone(s): Review training quarterly and include in quarterly report (ANSR/QNSR)
 - (f) Basis for goal(s): AR 600-20
- (2) Subject: Prevention of Sexual Harassment (POSH)
 - (a) Proponent: Equal Opportunity Advisors
 - (b) Objective: To monitor the conduct and attendance of EO training throughout Fort Bliss
 - (c) Affirmative Action(s):
 - (1) Monitor to ensure POSH training is being conducted bi-annually
 - (2) Monitor to ensure training is documented on unit training schedules and units maintain rosters with dates, times, subject, instructor, location, length of session, rank and names of attendees, to include being annotated in the individuals training records
 - (3) Monitor to ensure that all leaders in the chain of command (E-7s and above) attend training
 - (d) Goal(s): To ensure quality POSH training is being conducted bi-annually and all unit members, to include civilians, attend
 - (e) Milestone(s): Review training quarterly and include in quarterly report (ANSR/QNSR)
 - (f) Basis for goal(s): AR 600-20
- (3) Subject: Equal Opportunity Training Course (EORC)
 - (a) Proponent: Equal Opportunity Advisors
 - (b) Objective: To conduct, monitor and track the attendance of EORC training throughout Fort Bliss
 - (c) Affirmative Action(s):
 - (1) Monitor to ensure Post level EORC training is conducted quarterly
 - (2) Monitor to ensure training is annotated on the Post training calendars
 - (3) Monitor to ensure that all students are given the opportunity to complete the course and are not tasked by the parent unit during enrollment in the EORC
 - (d) Goal(s): To ensure quality EORC training is being conducted quarterly and all unit EORs are trained to standard
 - (e) Milestone(s): Review training quarterly and include in quarterly report (ANSR/QNSR)
 - (f) Basis for goal(s): AR 600-20
- (4) Subject: Small Group Instructor Training Course (SGITC)
 - (a) Proponent: Equal Opportunity Advisors
 - (b) Objective: To conduct, monitor and track the attendance of SGITC training throughout Fort Bliss
 - (c) Affirmative Action(s):
 - (1) Monitor to ensure Post level SGITC training is conducted quarterly
 - (2) Monitor to ensure training is annotated on the Post training calendars
 - (3) Monitor to ensure that all students are given the opportunity to complete the course and are not tasked by the parent unit during enrollment in the SGITC
 - (d) Goal(s): To ensure quality SGITC training is being conducted quarterly and all unit SGITCs are trained to standard, thereby enhancing training effectiveness post wide
 - (e) Milestone(s): Review training quarterly and include in quarterly report (ANSR/QNSR)
 - (f) Basis for goal(s): AR 600-20
- (5) Subject: Ethnic Observances
 - (a) Proponent: Equal Opportunity Advisors
 - (b) Objective: To conduct, monitor and track the attendance of ethnic observances

conducted on Fort Bliss

(c) Affirmative Action(s):

- (1) Monitor to ensure Post level observances are conducted for the eight recognized observances each year
- (2) Monitor to ensure observances are annotated on the Post training calendars
- (3) Monitor to ensure that the hosting MSC is given the assistance and support needed to host an informative and professional observance

(d) Goal(s): To ensure quality observances are being conducted and used as an avenue to familiarize and educate service members, DoD civilians and family members on the contributions and achievements of our culturally diverse organization

(e) Milestone(s): Complete AAR after each observance

(f) Basis for goal(s): AR 600-20

(6) Subject: Senior Leader Equal Opportunity (SLEO)

(a) Proponent: Equal Opportunity Advisors

(b) Objective: To conduct or coordinate, monitor, and track the attendance of SLEO training throughout Fort Bliss

(c) Affirmative Action(s):

- (1) Monitor to ensure Post level and BDE or equivalent SLEO training is conducted bi-annually
- (2) Monitor to ensure training is annotated on the Post training calendars
- (3) Monitor to ensure that all key leaders and directorates attend

(d) Goal(s): To ensure quality SLEO training is being conducted bi-annually to re-affirm the connection between the EO program and unit mission accomplishment

(e) Milestone(s): Review training quarterly and include in quarterly report (ANSR/QNSR).

(f) Basis for goal(s): AR 600-20

GLOSSARY

ABBREVIATIONS

AAM	Army Achievement Medal
AAP	Affirmative Action Plan
AcofS	Assistant Chief of Staff
AG	Adjutant General
ANCOES	Advanced Noncommissioned Officer Education System
ARCOM	Army Commendation Medal
CG	Commanding General
CSM	Command Sergeant Major
DA	Department of the Army
DEOMI	Defense Equal Opportunity Management Institute
DOD	Department of Defense
EO	Equal Opportunity
EOA	Equal Opportunity Advisor
EOR	Equal Opportunity Representative
FORSCOM	Forces Command
FY	Fiscal Year
IAW	in accordance with
IG	Inspector General
LM	Legion of Merit
MSC	Major Subordinate Command
MSM	Meritorious Service Medal
NCOA	Noncommissioned Officer's Academy
NLT	not later than
OPM	Officer Personnel Management
PAO	Public Affairs Office
REDCAT	Racial Ethnic Designation Code
UCMJ	Uniform Code of Military Justice
XO	Executive Officer

TERMS

Affirmative Actions	Measures designed to correct the effects of discriminatory policies and practices; prevent personal and institutional discriminatory policies; and provide career development and upward mobility for all qualified personnel, regardless of race, color, national origin, religion, or gender.
Affirmative Action Plan	A management document which contains actions that identify and measure plan areas for potential inequities and directs corrective efforts where appropriate.
Discrimination	Illegal treatment of a person or group based on race, color, religion, national origin, or gender.
Equal Opportunity	Equal evaluation, treatment, and consideration based on merit, fitness, and capability.
Goal	A desired outcome based on realistic, measurable prospects for attainment.
Milestone	Time-based planning targets which the proponent strives to attain
REDCAT	Race and Ethnic group designation category (White, Black, Hispanic, American Indian/Alaskan Native, Asian/Pacific Islander, Other).

The proponent of this pamphlet is the CofS

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DISTRIBUTION:
None